

XAVIER UNIVERSITY GOALS FOR 2015-2016

1. With collaboration of relevant functional areas across the University (e.g., academic affairs, finance, enrollment, marketing, institutional research), develop **Strategic Master Enrollment Plan (SMEP)** with focus on key enrollment based revenue drivers in time for August retreat of Finance Committee and other Board members and begin execution. **SMEP will include a branding, marketing and communications plan.** As well, identify and move forward other opportunities to generate incremental net revenue (alternative activities, faculty course delivery, etc.).
2. Continue strengthening culture of financial awareness, responsibility, results and accountability; achieve all revenue targets; and, begin implementing the Managerial Accounting System and applying insights as appropriate. Adopt and begin implementation of new Enterprise Risk Management Strategy.
3. Foster greater alignment of campus in support of The Xavier Way by:
 - a. Executing The Xavier Way 2015-16 goals (see below);
 - b. Encouraging divisional and departmental awareness and ownership of plan;
 - c. Aligning Presidential University, Provost Convocations and CFO Forums in support of The Xavier Way.
 - d. Creation and execution of a strategic communication plan on campus.
4. Continue strengthening goals alignment of senior team for the achievement of important University objectives given above; modify Cabinet processes to align it more strongly behind University Goals and The Xavier Way; review University Planning and Resource Council and revise accordingly.

THE XAVIER WAY GOALS: 2015–2016

1. Strengthening our Jesuit Mission, Vision and Values
 - a. Begin two-year process whereby all areas (departments/centers/offices/colleges/divisions) will create plans to support and maximize the appropriation of Xavier’s Jesuit identity at the individual and group level. The Center for Mission and Identity will support the creation and fulfillment of the plans. Give particular attention to “mission animator” areas (diversity and inclusion, sustainability, community engagement, interfaith dialogue, local and global solidarity, etc.).
 - b. After hiring CDIO and constituting the President’s Diversity Advisory and Action Council, develop strategic plan for diversity and inclusion that proceeds from our Jesuit Identity and supports the Xavier Way. On-board CDIO.
2. Adapting the Jesuit Educational Tradition and Strengthening the *Cura Personalis* of our Students
 - a. Launch new Core Curriculum (including First-Year Seminars and First-Year Goa Program).
 - b. Develop My Xavier Way template as key over-arching strategy for alignment behind the post-graduation success of our student. (Launch in 2016-2017.)
 - c. Articulate process and timeline for assessing all student learning programs (academic and non-academic) against core curriculum SLO’s on appropriate cycle.
 - d. Launch M.S. in Customer Analytics and HECOR M.S.
 - e. Develop/implement/expand innovation related academic programs appropriate to each particular college. In particular, launch School of Arts and Innovation.
 - f. On-board new Dean of the College of Social Science, Health, and Education. Determine appropriate responsibilities in new Dean’s office and staff accordingly.

THE XAVIER WAY GOALS: 2015–2016 (continued)

3. Promoting *Cura Apostolica*: The University's Financial and Organizational Health
 - a. Develop strategic Human Resources plan that supports The Xavier Way.
 - b. Define financial management expertise by June 30, 2015, develop plan for enhancing appropriate financial expertise at relevant local levels in University and roll out (in concert with HR), with buy-in and leadership of Cabinet.
 - c. Continue execution of capital campaign (FY16 target: TBD).

4. Advancing Xavier's Identity and Brand
 - a. Hire new Dean of the Williams College of Business.
 - b. After defining engaged learning and developing baseline measures, choose tactics to move closer to goal (each student/every semester) and implement.
 - c. After developing plan for deepening innovation across University, implement initial year.
 - d. Monitor second year of implementation of *Magis* strategic athletic plan.
 - e. Alumni office defines and implements plan to foster valuable social and professional networks.
 - f. Articulate five-year strategic plan for community engagement to support/advance engaged learning and respond to Carnegie feedback.